

PEMBANGUNAN SUMBER MANUSIA DAN TINGKAH LAKU KERJA
INOVATIF PENGURUS RANCANGAN FELDA DI MALAYSIA:
PERANAN PEMBOLEH UBAH PENGANTARA KOMPETENSI
KEUSAHAWANAN DALAMAN

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Tesis ini dikemukakan sebagai
memenuhi syarat penganugerahan
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Wahai Tuhan, berikan petunjuk agar diriku kekal tunduk,

Aku serahkan diriku atas nama perjuangan ini.



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PENGHARGAAN

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ABSTRAK

Berdasarkan Tinjauan Inovasi Global 2014, hanya enam peratus (6%) organisasi yang bercirikan inovasi telah berjaya memantapkan pertumbuhan pendapatan dan keberkesanan operasi. Ini membuktikan bahawa faktor inovasi merupakan pemangkin terhadap kelestarian dan daya saing sesebuah organisasi. Walau bagaimanapun, kebanyakan kajian inovasi dilakukan di peringkat organisasi berbanding di peringkat individu. Justeru, kajian ini bertujuan untuk menyelidik tentang Tingkah Laku Kerja Inovatif di kalangan Pengurus Rancangan FELDA. Kajian ini penting seiring dengan fungsi dan peranan FELDA yang sentiasa berubah dan bersifat dinamik. Di samping itu, sebagai pelaku global, FELDA berhadapan dengan banyak cabaran untuk mencapai prestasi. Ini ditunjukkan melalui indeks kepuasan peneroka FELDA terhadap pengurusan FELDA menunjukkan berada pada tahap memuaskan sahaja. Selain daripada itu, hasil temubual bersama pihak pengurusan FELDA mendapati keupayaan Pengurus Rancangan FELDA melaksanakan idea kreatif masih berada di tahap yang rendah. Oleh itu, kajian ini bertujuan untuk mengkaji hubungan antara Pembangunan Sumber Manusia dan Tingkah Laku Kerja Inovatif dan mengkaji kesan perantaraan Kompetensi Keusahawanan Dalaman. Seramai 142 orang Pengurus Rancangan FELDA terlibat sebagai responden melalui persampelan rawak. Soal selidik merupakan alat kajian utama untuk mengumpul data. Dapatan kajian menunjukkan hubungan positif yang signifikan antara dimensi Pembangunan dalam Pembangunan Sumber Manusia dan Tingkah Laku Kerja Inovatif dan antara Kompetensi Keusahawanan Dalaman dan Tingkah Laku Kerja Inovatif. Di samping itu, dapatan juga menunjukkan Kompetensi Keusahawanan Dalaman adalah pengantara separa terhadap hubungan antara Pembangunan dimensi Pembangunan Sumber Manusia dan Tingkah Laku Kerja Inovatif.

ABSTRACT

Based on the 2014 Global Innovation Survey, only six percent (6%) of innovative organizations have successfully strengthened revenue growth and operational efficiencies. This proves that innovation is the catalyst for the sustainability and competitiveness of an organization. However, most innovation studies are conducted at the organizational level rather than at the individual level. Thus, this study aims to study the Innovative Work Behavior among FELDA Scheme Managers. This study is important as the functions and roles of FELDA are constantly changing and dynamic. In addition, as a global player, FELDA faces many challenges to achieve its goals. This is shown through FELDA settlers' satisfaction index on FELDA management which is only at satisfactory level. Apart from that, interviews with FELDA management found that the ability of the FELDA Scheme Managers to implement creative ideas is still low. Hence, this study aims to investigate the relationship between Human Resource Development and Innovative Work Behavior and the mediating effect of Intrapreneurial Competencies. A total of 142 FELDA Scheme Managers were involved as a respondent through random sampling. Questionnaires was major research tool for data collection. The findings show that there is a significant relationship between development dimension of Human Resource Development with Intrapreneurial Competencies, and between Intrapreneurial Competencies and Innovative Work Behavior. In addition, the findings also show that Intrapreneurial Competencies is a partial mediator on the relationship between Development dimension in Human Resource Development and Innovative Work Behavior.

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SENARAI SINGKATAN

AVE	Purata Varians Diekstrak
BTS	Buah Tandan Segar
CA	<i>Alpha Cronbach's</i>
CFA	Analisis Faktor Pengesahan
CR	Kebolehpercayaan Komposit
EFA	Analisis Faktor Penerokaan
FELDA	Lembaga Kemajuan Tanah Persekutuan
FTPSB	FELDA Technoplant Sdn. Bhd.
GPW	Gerakan Persatuan Wanita
HTMT	<i>Heterotrait-Monotrait Ratio</i>
JKKR	Jawatankuasa Kemajuan dan Keselamatan Kampung Rancangan
KKD	Kompetensi Keusahawanan Dalaman
KPF	Koperasi Permodalan FELDA Berhad
ML	<i>Maximum Likelihood</i>
NFI	<i>Normed Fit Index</i>
PDK	Pusat Pemulihan dalam Komuniti
PLS	<i>Partial Least Square</i>
PMR	Penilaian Menengah Rendah
PRF	Pengurus Rancangan FELDA
PSM	Pembangunan Sumber Manusia
SEM	Struktur Pemodelan Persamaan
SIUF	Skim Intensif Usahawan FELDA

SPM	Sijil Pelajaran Malaysia
SRMR	<i>Standardized Root-Mean-Square Residual</i>
TKI	Tingkah Laku Kerja Inovatif
TMI	Teori Modal Insan
TPS	Teori Pertukaran Sosial
UPSR	Ujian Penilaian Sekolah Rendah



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BAB 1

PENDAHULUAN

1. 1 Pengenalan

Inovasi dalam organisasi seringkali menjadi perbahasan utama di kalangan tokoh-tokoh dalam bidang pengurusan. Kajian-kajian yang dilakukan oleh para pengkaji inovasi telah menghasilkan teori-teori inovasi yang memberikan pengetahuan dan kesedaran mengenai isu-isu yang berkaitan dengan inovasi. Walau bagaimanapun, kebanyakan kajian hanya menumpukan inovasi di peringkat organisasi di sektor swasta (Demircioglu & Audretsch, 2017; Polston-Murdoch, 2015). Kajian yang memfokuskan inovasi di organisasi sektor awam dilihat masih kurang diberikan perhatian yang mendalam (Demircioglu & Audretsch, 2017).

Justeru, kajian ini akan meneroka secara empirikal mengenai kepentingan inovasi individu di sektor awam dan faktor-faktor lain yang mempengaruhinya. Perbincangan dalam bab ini merangkumi latar belakang kajian, pernyataan masalah, persoalan kajian, objektif kajian, skop kajian, batasan kajian, kepentingan kajian, organisasi tesis dan definisi konsep & operasi.

1. 2 Latar Belakang Kajian

Perkembangan teknologi dan perubahan trend terhadap permintaan (Callahan & Muegge, 2003) yang semakin kompleks telah menjadikan elemen inovasi sebagai faktor penting dalam proses tranformasi sesebuah negara. Kepentingan inovasi ini disokong oleh laporan *The Global Innovation Index 2017*, yang menyatakan bahawa penciptaan dan kelangsungan masa hadapan akan berjaya sekiranya sesebuah negara mampu membangun sumber baharu yang berorientasikan inovasi (Dutta et al., 2017). Kepentingan faktor inovasi ini dibuktikan oleh kajian-kajian yang dahulunya tertumpu kepada bidang ekonomi, kini berkembang ke arah konteks keilmuan yang lebih holistik (Kallas-Zelek, 2014).

Malaysia juga tidak terkecuali dalam menghadapi proses transformasi sebagai sebuah negara. Semenjak kemerdekaan negara, sektor awam di Malaysia telah mengalami pelbagai proses inovasi pengurusan. Bermula daripada awal pasca merdeka, sektor awam kini telah berubah dan mengambil peranan aktif dalam pembangunan ekonomi negara. Sejak 1980-an sehingga kini, falsafah dan teknik-teknik Pengurusan Awam Baru telah dibangun dan dilaksanakan di Malaysia (Khalid & Nabiha, 2008) seperti pelaksanaan Dasar Penswastaaan, (1980), penggunaan Sistem Komputer Kerajaan (1980), Dasar Pandang Timur (1982), Dasar yang diperbadankan Malaysia (1983) Buletin Kawalan (1983, 1991), Pengurusan Kualiti Keseluruhan (1992), Piagam Pelanggan dan Perkhidmatan (1993) dan Petunjuk Prestasi Utama (1993) dan pelaksanaan e-Kerajaan seperti Portal myGov, e-Perolehan, e-Syariah, e-Tanah dan SMS 15888 (Ramli et al., 2017).

Seiring dengan Visi 2020 negara, pembaharuan demi pembaharuan telah dilaksanakan oleh Kerajaan Malaysia. Rancangan Malaysia Kesembilan (2005-2010), telah melancarkan Program Transformasi Kerajaan (GTP) pada tahun 2009 dengan fokus kepada keberhasilan utama iaitu pendidikan, keselamatan, kesejahteraan sosial dan awam. Ini diteruskan lagi dengan Rancangan Malaysia Kesepuluh (2010-2015) yang dianggap sebagai instrumen untuk mengukuhkan prestasi kerajaan menerusi pelaksanaan pelbagai inisiatif dasar inovatif seperti Model Ekonomi Baru (2010), Agensi Inovasi Malaysia (2010), Pekeliling Garis Panduan untuk Meningkatkan

Kebudayaan Inovasi dalam Sektor Awam (2010), Rangka Kerja Menginovasi Malaysia (2011), Hab Inovasi Sektor Awam (2011), Hari Inovasi Sektor Awam (2012), Inisiatif Transformasi Sektor Awam (2012) dan Dasar Sains, Teknologi dan Inovasi Negara (2015) (Ramli et al., 2017).

Kini, Malaysia sedang melalui fasa yang lebih mencabar. Dunia ekonomi digital dan ekosistemnya mendesak agar Malaysia mendepani cabaran dengan formulasi yang lebih berstrategik. Oleh itu, visi baharu yang dikenali sebagai Transformasi Nasional 2050 atau TN50 telah dilancarkan pada tahun 2017 (Abdul Razak, 2017). Di bawah gagasan ini, visi TN50 bertujuan untuk memeta dan mencarta sebuah hala tuju Malaysia yang lebih luas dan inklusif menjelang tahun 2050 (Abdul Razak, 2017). Gagasan TN50 telah menggariskan sebelas falsafah asas yang mana dua antaranya menyentuh soal perkhidmatan awam dan inovasi yang menetapkan Malaysia sebagai sebuah negara inovasi menjelang tahun 2050 (Abdul Razak, 2017).

Dalam mengaitkan perkhidmatan awam dan TN50, negara memerlukan sebuah perkhidmatan awam yang tangkas, efisien dan berwibawa. Selain itu, perkhidmatan awam juga perlu peka terhadap evolusi peranan perkhidmatan awam secara retrospektif, meneliti perkembangan masa kini dan menganalisis trend-trend besar yang bakal memberi takrifan baharu kepada ciri dan fungsi perkhidmatan awam negara. Antara fokus utama adalah aspirasi perkhidmatan awam berfokuskan rakyat, perkhidmatan awam inklusif dan penyertaan komuniti, perkhidmatan awam berintegriti, merakyatkan perkhidmatan digital dan budaya kerja *Par Excellence* (Abdul Razak, 2017). Perspektif inovasi merupakan penentu kritikal yang diaspirasikan dalam TN50 apatahlagi berhadapan dengan gelombang *Fourth Industrial Revolution* yang memberi kesan terhadap pasaran buruh dan pekerjaan. Justeru, individu yang mampu bersaing adalah individu yang mempunyai keupayaan inovasi manakala individu yang tidak inovatif akan ketinggalan (Abdul Razak, 2017).

Pelaksanaan pelbagai inisiatif dan perancangan pembaharuan dasar dan hala tuju yang lebih berkemajuan menunjukkan bahawa Kerajaan Malaysia komited dalam memupuk inovasi dalam sektor awam. Sektor awam di Malaysia menerusi Model Ekonomi Baru dan Rangka Kerja Inovatif Malaysia memainkan peranan penting dalam mengubah negara ke arah negara yang sangat inovatif dan mendorong penciptaan kekayaan baharu. Manifestasi peranan ini memerlukan sektor awam untuk

secara konsisten merangsang aktiviti inovasi dan mengembangkan keupayaan inovasi seperti yang diketengahkan dalam Strategi Inovasi Kebangsaan (2011) (Ramli et al., 2017). Malaysia kini berada di tangga ke tiga puluh tujuh bagi Indeks Inovasi Global 2017 dan berada di tangga tiga puluh tujuh bagi Indeks Keberkesanan Kerajaan 2015 (Dutta et al., 2017).

Dalam konteks kajian ini, Pengkaji akan menjalankan kajian di *Federal Land Development Authority* (FELDA). FELDA merupakan sebuah organisasi badan berkanun yang dikategorikan sebagai salah satu di bawah agensi perkhidmatan awam (Undang-Undang, 2008). Pemilihan ini adalah berdasarkan profil FELDA sebagai sebuah konglomerat perladangan terbesar di Malaysia dan kepentingannya terhadap negara. Kajian terhadap tingkah laku kerja inovatif ini adalah penting memandangkan kajian ini masih belum pernah dijalankan di FELDA. Kajian ini dijangkakan akan menghuraikan kepentingan tingkah laku kerja inovatif secara terperinci dengan menjadikan faktor kompetensi keusahawanan dalaman sebagai pemboleh ubah pengantara dan pembangunan sumber manusia sebagai pemboleh ubah bebas.

1.3 Penyataan Masalah

Lembaga Kemajuan Tanah Persekutuan (FELDA) telah ditubuhkan pada 1 Julai 1956 di bawah Ordinan Kemajuan Tanah 1956 untuk pembangunan tanah dan penempatan semula dengan objektif pembasmian kemiskinan melalui penanaman tanaman kelapa sawit dan getah. Sebagai salah sebuah agensi kerajaan, fungsi FELDA adalah untuk melaksanakan projek-projek pembangunan tanah dan aktiviti pertanian, perindustrian dan komersial sosial ekonomi (FELDA, 2016).

Pada tahun 1990, FELDA tidak lagi membuat pengambilan peneroka baru. Kerajaan telah memberi kepercayaan kepada FELDA untuk berdiri dengan kewangan sendiri dan menjadi sebuah badan berkanun yang boleh menjana pendapatan sendiri melalui pelbagai perkembangan perniagaannya. Sehubungan itu, bermula tahun 1994 kerajaan tidak lagi menyalurkan apa-apa peruntukan kepada FELDA. Sebagai usaha menjana pendapatan, FELDA telah melancarkan beberapa entiti korporat swasta

terutamanya untuk memastikan rantai nilai yang lengkap aktiviti terasnya. Antara yang terbesar adalah koperasi Permodalan FELDA (Koperasi FELDA), FELDA Global Ventures (FGV) dan FELDA Investment Corporation (FIC) (Laporan Tahunan FELDA, 2015). Rumusannya, FELDA telah melalui transisi pembangunan yang berfasa, bermula dengan fasa pembangunan polisi tanah (1960an-1970an), fasa penyatuan dan kepelbagaian (1980an), fasa ke arah mempelbagaikan aktiviti hiliran (1990an) dan fasa ke arah strategi yang lebih fokus kepada peneroka (2000an) (Thong & Bahrain, 2006).

Hari ini, FELDA masih menjalankan peranan utama dengan memastikan rancangan FELDA dapat menjana pelbagai aktiviti ekonomi di samping merapatkan jurang antara bandar dan kawasan bandar kecil (Felda, 2016). Walau bagaimanapun, sejak 60 tahun penubuhan FELDA, fungsi, peranan dan halatuju FELDA membela nasib 112, 635 warga peneroka dilihat semakin mencabar dan dinamik. Penerapan fungsi inovasi merupakan aspek utama dan kritikal yang perlu diberikan perhatian bagi memastikan keberlangsungan FELDA.

Banyak kajian yang telah membuktikan mengenai kepentingan inovasi (Gumusluoglu & Ilsev, 2009; Luoma-Aho et al., 2012; Sarros et al., 2008; Soltani et al., 2011). Inovasi merupakan strategi yang paling penting untuk sesebuah organisasi dalam meningkatkan kualiti, kompetitif dan kemampanan (Adner, 2017; Bayraktar et al., 2017). Ini dapat dicapai sekiranya ahli-ahli organisasi berperanan sebagai satu pasukan dan saling menyokong dalam melaksanakan usaha inovasi (De Jong & Den Hartog, 2007).

Walaupun bagaimanapun, berdasarkan Tinjauan Inovasi Global 2014 menunjukkan hanya enam peratus (6%) organisasi yang telah berjaya memantapkan pertumbuhan pendapatan dan keberkesanan operasi. Tinjauan ini menunjukkan bahawa organisasi yang cemerlang mempunyai ciri-ciri seperti 1. Kepimpinan berfokuskan inovasi 2. Menggalakan tingkah laku inovatif dan 3. Melestarikan momentum inovasi (Ikeda et al., 2016).

Mendepani cabaran ini, beberapa inisiatif inovasi telah dilaksanakan oleh FELDA antara lain Pelaksanaan Pelan Transformasi FELDA yang telah bermula sejak lima tahun dahulu yang bertujuan memperkasa sistem penyampaian secara keseluruhannya, menjadikan FELDA sebagai 'Economic Powerhouse' dalam menjana

pelbagai aktiviti ekonomi pada tahun 2020 dan menggariskan cabaran inovasi secara rasmi di Program Kerja FELDA (Felda, 2016) setiap tahun. Di samping itu, bagi melihat keseluruhan inisiatif inovasi yang dilaksanakan oleh FELDA, Jabatan Inovasi dan Pembangunan Generasi Baharu FELDA telah ditubuhkan (FELDA, 2016).

Secara umumnya, FELDA telah melaksanakan inisiatif-inisiatif inovasi. Walau bagaimanapun, menurut Pengarah Jabatan Inovasi dan Pembangunan Generasi Baharu dalam temubual yang dijalankan pada 30 April 2014, keupayaan melaksanakan idea kreatif petugas FELDA khususnya di kalangan Pengurus Rancangan masih berada ditahap yang rendah. Ini dibuktikan dengan laporan yang dikeluarkan oleh Unit Kawal Selia FELDA, Jabatan Perdana Menteri (2010) mengenai indeks kepuasan keseluruhan peneroka terhadap perkhidmatan, pengurusan dan program/aktiviti FELDA adalah pada tahap memuaskan sahaja seperti yang ditunjukkan dalam Jadual 1.1.

Jadual 1.1: Kepuasan Terhadap Perkhidmatan dan Pengurusan FELDA secara keseluruhan

Aspek	Penilaian	Tahap Kepuasan
Perkhidmatan FELDA	74.1	Memuaskan
Program/Aktiviti Anjuran FELDA	72.3	Memuaskan
Pengurusan FELDA	71.9	Memuaskan
Purata	72.8	Memuaskan

Sumber: Aidit (2010)

Pernyataan ini telah menarik minat pengkaji untuk meneroka isu ini. Lantaran itu, memahami peranan tingkah laku inovasi Pengurus Rancangan FELDA adalah penting. Walau bagaimanapun, kebanyakan pengkaji melihat kreativiti dan inovasi di peringkat organisasi di industri sektor swasta (Demircioglu & Audretsch, 2017; Polston-Murdoch, 2015; Ramli et al., 2017). Kajian yang memfokuskan inovasi di peringkat individu dilihat masih kurang diberikan perhatian yang mendalam (Vargo & Lusch, 2004) khususnya terhadap organisasi sektor awam (Arundel & Huber, 2013; Demircioglu & Audretsch, 2017). Kajian inovasi di organisasi sektor awam yang sedia

ada (Borins, 2014; Damanpour et al., 2009; De Vries et al., 2016; Hartley et al., 2013; Moore & Hartley, 2008) lebih bersifat konseptual berbanding empirikal.

Lantaran itu, memahami peranan tingkah laku kerja inovatif di peringkat individu (Amabile, 1988; Anderson et al., 2004; George, 2007), di sektor awam adalah penting. Ini kerana pekerja sektor awam yang berinovatif merupakan entiti asas yang dianggap sebagai tulang belakang, asas pembangunan negara dan nadi penggerak misi dan visi kerajaan (Marsidi & Latip, 2017) dan dianggap sebagai pemacu proaktif (Arduini et al., 2013; Djellal et al., 2013). Tingkah laku kerja inovatif menjadi fokus dalam kajian ini kerana sebahagian literatur menunjukkan hasil yang tidak konsisten apabila dikaitkan dengan faktor-faktor lain (Janssen, 2005). Di samping, kajian-kajian mengenai tingkah laku kerja inovatif sebelum ini banyak memfokuskan kepada pekerja peringkat pengurusan organisasi swasta (Hornsby et al., 2002; Ren & Guo, 2011) berbanding organisasi awam.

Kajian mengenai tingkah laku kerja inovatif telah melihat pelbagai faktor yang menyumbang kepada peningkatan inovasi seseorang individu. Kebanyakan kajian-memberi tumpuan kepada aspek peribadi dan kontekstual inovatif individu (Ma Prieto & Pilar Perez-Santana, 2014). Mondy (2010), menyatakan ciri-ciri kontekstual dapat dilihat daripada sudut pengamalan aktiviti sumber manusia yang bertujuan meningkatkan pengetahuan, kemahiran dan sikap seseorang individu. Antara kajian amalan sumber manusia yang berfokus terhadap tingkah laku kerja inovasi adalah seperti sistem insentif dan ganjaran (Bysted & Jespersen, 2014; Hornsby et al., 2002; Kuratko et al., 2005), sistem penilaian (Shalley et al., 2004) dan pemboleh ubah reka bentuk pekerjaan (Shalley et al., 2004) manakala kajian sebelum ini juga cenderung untuk mengkaji amalan sumber manusia dengan melibatkan beberapa fungsinya (Sheehan et al., 2014; Jaiswal & Dhar, 2017; Al-Habil et al., 2017; Xerri & Reid, 2017; Veenendaal, 2015; Monks et al., 2013). Walau bagaimanapun, sedikit kajian empirikal dilaksanakan terhadap pemboleh ubah amalan sumber manusia yang memfokuskan secara spesifik kepada dimensi pembangunan sumber manusia (latihan dan pembangunan).

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